BY ORDER OF THE COMMANDER
AIR EDUCATION AND TRAINING
COMMAND

AIR EDUCATION AND TRAINING COMMAND
INSTRUCTION 36-2210

18 AUGUST 1999

Personnel

*AIR FORCE RECRUITING SERVICE (AFRS)
TRAINING PROGRAM*

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements AFPD 36-22, *Military Training*, and AFI 36-2201*, Developing, Managing, and Conducting Training*. It establishes requirements for the AFRS Training Program. It applies to all levels of command within AFRS. **Attachment 1** contains a glossary of references and supporting information. Subordinate units may issue supplements to this instruction but these supplements must be approved by HQ AFRS/RSOT. Maintain and dispose of records created as a result of processes prescribed in this publication in accordance with AFMAN 37-139, *Records Disposition Schedule.*

SUMMARY OF REVISIONS

Realigns and updates responsibilities for every management level. Updates the training and certification processes. Deletes the requirement for "roadmap" responses to the recruiting group (RCG) training branch (RST). Deletes the requirement for RCG trainers to conduct a training evaluation on flight chiefs between the eighth and ninth month. Extends the time frames for conducting supplemental training to recruiters in initial training. Adds **Attachment 4**, Ancillary Training for Squadron Support Personnel. A bar (|) in the left margin indicates revised material since the last edition.

1. HQ AFRS/RSOT Responsibilities. HQ AFRS/RSOT will:

1.1. Develop training and inspection program policy and guidelines for AFRS.

1.1.1. Serve as the AFRS office of primary responsibility (OPR) for the recruiting school. Serve as the liaison and consultant with the recruiting school for the basic recruiter course, the flight chief course, officer accessions (OA) recruiter professional selling skills (PSS) course, and Air Force Recruiting Information Support System (AFRISS) training.

1.1.2. Develop the recruiting group and recruiting squadron inspection program (SIP) and staff assistance visit (SAV) guidance for AFRS. Develop HQ AETC/IGIR (Inspector General Recruiting Branch) inspection checklists.

1.1.3. Maintain and publish a master schedule of all AFRS command-wide workshops. Review workshop agendas for recruiting group workshops. Maintain copies of RCG workshop training outlines and agendas.

1.1.3.1. Schedule, coordinate, and conduct workshops.

1.1.3.2. Ensure each individual attends the first available AFRS workshop for their particular duty position.

1.1.3.3. Coordinate attendance for the flight chief course.

1.2. Standardize training and evaluation methods, training aids, and evaluation products for AFRS. Develop command-wide training and evaluation aids. Coordinate development of training aids with recruiting groups and squadrons to avoid duplication. Ensure maximum use of computer-based training (CBT) technologies as well as multimedia and other computer software.

1.3. Provide AFRS commander with assessment of the AFRS training, evaluation, and inspection programs and processes.

1.3.1. Conduct field SAVs as directed or as necessary. Conduct field training assistance visits and training oversight as requested or as necessary. Conduct command-wide surveys or training assessment reports to determine health of training programs. Review training-related request for relief action forms (AETC Form 1374, **Recruiter Evaluation).**

1.3.2. Maintain Train-Trak, the command-wide training status reporting database. Compile training status reports for senior leadership.

1.4. Monitor Flight Chief Course and Higher Headquarters (HHQ) Workshop Attendance:

1.4.1. Attendance of the National Flight Chief Course at the Recruiting School is an Air Force mandatory requirement and will not normally be waived. New flight chief selectees MUST attend prior to assuming their duties.

1.4.2. Attendance of higher headquarters workshops (group and AFRS) is mandatory. These workshops are meant to give the attendee a broader view or picture of the command and how they fit in their new position.

1.4.3. If for some reason a person cannot attend the Flight Chief Course or a HQ workshop, the squadron commander will submit a fully justified, written request to the group commander. If the group commander concurs with the request, forward it to HQ AFRS/RSOT for action.

2. HQ AFRS/RSOM and HQ AFRS/PA Responsibilities. In coordination with HQ AFRS/RSOT, conduct train-the-trainer workshops for squadron marketing trainers. Conduct at least two squadron Marketing NCO (8R and PA NCO) conferences each fiscal year. Provide field training for squadron marketing section NCOs as necessary or as requested.

3. Recruiting Group (RCG) Superintendent Responsibilities. The recruiting group superintendent will:

3.1. Coordinate with the AFRS Command Chief Master Sergeant (CMS) to identify experienced superintendents to conduct "shadow training" for newly designated squadron superintendents. The new superintendent will spend a full workweek with an experienced squadron superintendent within 90 days of their report-not-later-than date (prior to permanent change of station [PCS]).

3.2. Conduct a 5-day training visit with new squadron superintendents within 30 days of assignment using the plan in **Attachment 2**. Prepare a brief memorandum of training conducted and forward it to the squadron commander.

3.3. Conduct a follow-on training visit with new squadron superintendents between their fifth and seventh month of assignment.

3.4. Review recruiter training evaluations as necessary. Review all training-related request for relief action forms (AETC Forms 1374).

4. RCG/RST Responsibilities. The RCG/RST will:

4.1. Conduct initial supplemental field training for all production program flight chiefs and squadron training supervisors within 90 days of assignment. Conduct and or coordinate initial supplemental field training for military entrance processing station (MEPS) liaison supervisors (MLS), operations flight commanders and or chiefs, squadron resource flight commander (RSS), and marketing section NCOs within 90 days of assignment. RCG officer accessions officer will conduct initial training with new OA flight commanders within 90 days of assignment. Trained personnel from other recruiting squadrons may conduct training for marketing section, support, and operations flight personnel.

4.1.1. RCG trainers will use the appropriate flight chief job qualification standard (JQS) as a training plan to conduct new flight chief field training. The RCG trainer will ensure all critical tasks are trained and will spend the necessary field training time to ensure demonstration and observed performance training is accomplished.

4.1.2. Prior to leaving the training site, complete a draft AF Form 623A, **On-The-Job Training Record-Continuation Sheet,** identifying what was trained, observed, and recommended to the trainee's supervisor on areas needing training attention. Also provide a copy of the draft AF Form 623A to the squadron training branch for commander and superintendent review.

4.1.3. RCG trainers will forward a final AF Form 623A to the trainee's immediate supervisor within 30 days after completion of training visit. If someone other than RCG/RST, conducts training RCG/RST will ensure the requirements of this paragraph and paragraph **4.1.1.** are met.

4.1.4. RCG/RST will select and appoint, in writing, two certified squadron 8R Marketing NCOs to act as primary and alternate trainers to conduct initial training to all newly assigned squadron marketing section NCOs (8R and PA NCO) within their respective groups.

4.1.4.1. RCG/RST will provide a copy of the appointment letter to HQ AFRS/RSOM.

Updates will be provided as necessary.

4.1.4.2. RCG/RST will coordinate initial training visit for all newly assigned squadron marketing section 8R and PA with group appointed marketing trainer within 90 days of assignment.

4.2. Monitor squadron training programs and provide the necessary support. Ensure quality and effective programs are in place addressing training needs.

4.3. Schedule, coordinate, and conduct workshops. Prepare a FY workshop schedule containing all group workshops, seminars, and conferences, and forward it to HQ AFRS/RSOT by 15 September each FY for consolidation into the master schedule. Provide updates to HQ AFRS/RSOT as changes occur.

4.4. Schedule production flight chiefs to attend the HQ AFRS/RSOT follow-on flight chief workshop between their fifth and seventh month in training.

4.4.1. Ensure all personnel are scheduled for the earliest possible appropriate AFRS workshop or AETC course.

4.4.2. Coordinate attendance for the flight chief course with HQ AFRS/RSOT.

4.4.3. Coordinate attendance to PSS with the recruiting school PC for all newly assigned OA flight commanders, OA flight chiefs, and OA recruiters.

4.5. Review training-related relief actions for content and trends.

4.6. Conduct SAVs at the discretion of the group commander.

5. Squadron Commander Responsibilities. Each squadron commander:

5.1. Has overall responsibility for the squadron training program to include the Recruiter Transition Program (RTP).

5.2. Will appoint, in writing, individuals designated to act as certifying officials and task certifiers other than the superintendent.

5.3. Will review recruiter training evaluations as necessary.

5.4. Will ensure a training plan is developed for newly assigned PA NCOs (3N0X1) within 30 days of assignment. Coordinate with host base public affairs office (PAO) to develop a training plan for PA NCOs in upgrade training. Ensure the PA NCO training plan is followed.

6. Squadron Superintendent Responsibilities. Each squadron superintendent will:

6.1. Serve as primary trainer for production flight chiefs and squadron training NCOs. In instances where a squadron training supervisor is appointed, the superintendent can appoint that person (in writing) as the primary trainer for the other squadron training NCO (if in training) as long as the training supervisor is certified as a trainer. Other qualified task certified trainers may be used to carry out training responsibilities for those nonproduction positions undergoing task certification training.

6.2. Select and appoint an experienced, successful flight chief to conduct "shadow training" for new flight chiefs. The new flight chief will spend at least 2 full workdays with the "shadow" within 45 days of assignment. If there are no successful flight chiefs within the squadron, the superintendent will

coordinate with the recruiting group RST for assistance in selecting someone from another squadron to meet this requirement.

6.3. Conduct a 5-day training visit with new production flight chiefs within 15 days of assignment. Training must focus on critical JQS tasks. (*NOTE:* An asterisk [*] identifies critical tasks on the JQS.) If the superintendent is unavailable, coordinate with the RCG superintendent to have the initial training visit conducted by a previously certified flight chief. However, this does not relieve the superintendent of the responsibility of performing critical task training within the first 90 days of assignment.

6.4. Conduct training evaluations on production flight chiefs. If the superintendent is unable to conduct an evaluation, the recruiting group superintendent will appoint someone (operations flight chief or higher) to conduct the evaluation.

6.5. Review all production recruiter training evaluations. Review and approve all training plans and modify as necessary. Review requests for training extensions and make recommendations to the squadron commander. Review and approve all training adjustments for production recruiters.

6.6. Conduct certification on all production recruiters. If the superintendent is unavailable, coordinate certification with the RCG superintendent. A previously certified flight chief, other than the recruiter's supervisor, may conduct the certification in this case.

7. Squadron Training Branch Responsibilities. Squadron training branch personnel will:

7.1. Monitor ALL squadron training programs and identify higher headquarters training requirements to RCG/RST.

7.2. Provide initial supplemental training to newly assigned nonprior service (NPS) and OA recruiters within 90 days of training start date. If no OA certified trainer is assigned, the squadron superintendent may select a certified OA recruiter to conduct this training. The initial training must be at least 2 full days and focus on critical JQS tasks. (*NOTE:* An asterisk [*] identifies critical tasks on the JQS.)

7.3. Provide training on program and records management training to all newly assigned supervisors within 60 days of assignment. Provide supplemental training to other 8R000s as requested or as necessary.

   7.3.1. Review training records annually for all squadron enlisted personnel not in training to ensure required training documentation is included (i.e., training meetings or other supplemental training).

      7.3.1.1. Review training records after every mandatory training evaluation and prior to the certification evaluation to ensure required training documentation is included.

      7.3.1.2. Review training records for documentation on acceptance or nonacceptance of training from new supervisors to ensure appropriate extensions and or adjustments are accomplished.

      7.3.1.3. Suspense appropriate responsible agents for completion of required documentation and brief squadron superintendent monthly on results.

   7.3.2. Provide training program management support to the operations and support flight commanders as requested or as necessary. Act as the liaison between the recruiting squadron and host base education and training section.

7.4. Prepare training status reports using Train Trak or like product. Submit them to RCG/RST to arrive no later than the third workday of each month.

7.5. Monitor performance and progress of RTP participants. Record and suspense all RTP activities as per **Attachment 3** on AF Form 1098, **Special Task Certification and Recurring Training.**

7.6. Review recruiter training-related relief actions and complete the HQ AFRS/RSOT recruiter relief action checklist dated 1 March 1998 using AF Form 2519, **All Purpose Checklist** (overprint)**.**

7.7. Review training meeting agenda for focus on quality training, addressing squadron and higher headquarters emphasis issues and targeting unique flight production and or training deficiencies. Forward agenda to the superintendent and commander for review and approval.

7.8. Initiate training records on newly assigned enlisted personnel.

7.9. Schedule all required supplemental training according to this instruction.

7.9.1. Ensure the operations flight commander or chief provides training to all new production flight chiefs within 30 days of training start date on goal allocation, zoning, incentive awards programs, market surveys, and operating instruction preparation.

7.9.2. Ensure the squadron marketing NCO provides initial marketing training to all newly assigned NPS recruiters within 90 days of training start date. Ensure the squadron marketing NCO provides refresher training as necessary or as requested to other 8R000 personnel.

7.9.3. Ensure the appropriate support flight personnel conduct logistics and applicant travel training and finance briefings to all production and military entrance processing station (MEPS) 8R000 personnel during in-processing.

7.9.4. Coordinate and monitor the "shadow" program for NPS recruiters and production flight chiefs.

7.10. Review production performance evaluations as requested or as necessary. Analyze the package to identify training needs and assist in the training process as necessary.

7.11. Coordinate, track, and monitor completion of ancillary training for squadron support personnel as per **Attachment 4**.

8. Supervisor Responsibilities. *Supervisor* is defined as *all* production flight commanders and or chiefs, superintendents, MEPS liaison supervisor, operations and support flight commander and or chief, and training supervisor. All supervisors will:

8.1. Conduct and document an initial orientation within 30 days of date assigned. Validate training of all assigned personnel within 60 days of the supervisor's arrival. This evaluation will result in either acceptance or nonacceptance of each individual's previous training. If not accepted, decertify tasks as appropriate and establish a training plan tailored to meet the needs of each individual. Document validation results and the training plan, if needed, on an AF Form 623A and file it in tab 2 of the AF Form 623, **Individual Training Records.** The superintendent must approve the training plan.

8.2. Serve as the primary trainer. However, there may be exceptions when a better training capability exists by assigning someone other than the immediate supervisor as the primary trainer. Exceptions will be reviewed by the squadron superintendent and approved by the commander, annotated on AF Form 623A, and filed under tab 2 of the individual training records. For example, an MLS running a

three-person MEPS may designate a MEPS NCO as the primary trainer for the other MEPS NCOs assigned, and the MLS may conduct the task certifications. *NOTE:* The superintendent will normally serve as the primary trainer for OA flight chiefs.

8.3. Conduct and document evaluations and task certifications according to the JQS and this instruction. (*NOTE:* Also see the terms in **Attachment 1**.) Maintain the AF Form 623.

8.4. Ensure all required supplemental training is provided for subordinates and is properly documented.

8.5. Meet all responsibilities of the RTP Program (NPS only—**Attachment 3**).

9. Squadron Marketing NCO Responsibilities. The squadron marketing NCO (8R000) will provide 2 full workdays of infield marketing training to new NPS recruiters within 90 days of training start date. The marketing NCO will conduct infield marketing refresher training to newly assigned OA recruiters within 90 days of training start date. The marketing NCO will conduct marketing orientation and or refresher training for newly assigned production flight chiefs and superintendents within 120 days of assignment. The orientation and or refresher training for flight chiefs and superintendent may be conducted infield or in-house and should be tailored depending on the needs of the individual. Use the HQ AFRS/RSOT standardized AF Form 623A for marketing training to conduct and document training. These checklists are available in the HQ AFRS Public Folders, sub folder titled AFRS Training on your E-mail web page.

10. MLS Responsibilities. MEPS liaison supervisors will ensure new NPS recruiters are trained using the standardized MEPS Orientation Training Plan, 23 March 1998. Document the training on the standardized AF Form 623A. MLSs will conduct a 1-day MEPS orientation and or refresher within 60 days of training start date for NPS and OA flight chiefs and OA recruiters. Both the MEPs Orientation Plan and the Standardized AF Form 623A overprint are available in the HQ AFRS Public Folders, sub folder titled "AFRS Training."

11. Training Process:

11.1. Initial training is defined as all training for recruiters placed in production duty positions (that is, NPS and OA recruiters and NPS and OA flight chiefs). Training will normally last no more than 12 months. The supervisor will use the JQS and be responsible for certifying each task and conducting the training evaluations.

11.1.1. The JQS and AF Form 797, **Job Qualification Standard Continuation/Command JQS,** serve as training plans for conducting training of each recruiting position (production and nonproduction).

11.1.2. JQS tasks have been time phased according to the critical nature and mission impact each task carries. Time phasing explained: The first number indicates the earliest a task may be closed and the second number indicates the time at which the task should be rated *satisfactory.* Example: A task time phased (6-9) means the earliest the task may be closed is the sixth month, and the ninth month is when the *satisfactory* level must be achieved. An asterisk (*) identifies critical tasks on the JQS. Document the training of these tasks within the first 60 days, regardless of the time phase of the task.

11.2. For production recruiters and flight chiefs, the primary trainer will concentrate on providing critical task training until the satisfactory level is reached according to the time phases in the JQS. The trainee initials the appropriate JQS task each time training is conducted on that task. The primary trainer will initial and date the task when the satisfactory level is reached.

11.2.1. For NPS recruiters, the flight chief will justify, and the superintendent will review, any training evaluation rated *satisfactory* if a recruiter's cumulative net reservation production while in training (training start date) is less than 100 percent.

11.2.2. For all unsatisfactory training evaluations, the supervisor will prepare a more detailed plan to correct all identified deficiencies and the superintendent will approve it. Training will be concentrated on the deficient tasks until the satisfactory level is reached. Document all training conducted as a result of an unsatisfactory training evaluation on AF Form 623A and file it under tab 3 of AF Form 623.

11.2.3. For 8R000 personnel in nonproduction positions (task certification training), the supervisor and or primary trainer will ensure training and task certification is accomplished as per the appropriate JQS.

11.3. Documentation:

11.3.1. Document and track required training evaluations, required supplemental training, and all RTP activities on an AF Form 1098 (filed in tab 1 of AF Form 623).

11.3.2. Document all supplemental training (training conducted by someone other than the primary trainer) on AF Form 623A and file it under tab 3 of AF Form 623.

12. Certifications:

12.1. Initial Training Certification:

12.1.1. The squadron superintendent or RCG/CCU designated certifying official, if the superintendent is unavailable, will conduct a certification evaluation on all production recruiters in training within 45 days after recommendation by the flight chief and or the primary trainer. You may certify individuals anytime after the 6-month training evaluation.

12.1.2. If the superintendent does not concur with the recommendation and or does not certify the recruiter, the superintendent will document the reasons on AF Form 623A. The superintendent will document a training plan identifying areas of concern and a plan to fix. File this AF Form 623A in tab 2 of the AF Form 623.

12.2. Task Certification:

12.2.1. All other 8R000 personnel are considered to be in "task certification" training. A designated individual certified in the task being evaluated (other than the primary trainer) or the superintendent will conduct this certification. The task certification training process may come to closure any time after completion of the sixth month of training. The trainee must perform the tasks at the satisfactory level prior to certification.

12.2.2. To decertify a task, simply cross out or whiteout the certification date and certifier's initials. Annotate on AF Form 623A specific tasks and subtasks decertified and your plan to retrain to proficiency and file in tab 2 of the AF Form 623. Document all training for decertified tasks on AF Form 623A and file it in tab 3, AF Form 623.

13. Exceptions to Training:

13.1. Adjustments in Training. Use an adjustment when the primary trainer and or the trainee are unavailable for training for periods totaling 30 days or more. Adjust training for whatever period the primary trainer and or trainee is unavailable. Flight chiefs (or the person appointed by the superintendent if no flight chief is assigned) will request adjustments, in writing, from the superintendent through the squadron RST. The superintendent is the approval authority for all training adjustments. Document approval on AF Form 623A and file in tab 2 of the AF Form 623.

13.2. Extensions in Training. For NPS recruiters, the flight chief may request a 90-day training extension as a result of an unsatisfactory 12-month training evaluation or failure to be certified. The squadron commander is the approval authority for this extension. The total time in training will not normally exceed 15 months, not counting adjustments in training. Under unusual circumstances, extensions beyond 15 months may be requested. These requests will be forwarded to the RCG commander for approval.

14. Training Administration:

14.1. Training Plan. Either the JQS or the AF Form 797 serves as the basic training plan.

14.2. Use of AF Form 623. The AF Form 623 will be set up as follows:

14.2.1. Section 1—AF Form 1098, CJQS, and AF Form 797.

14.2.2. Section 2—Adjustments, extensions, evaluations, orientations, corrective training plans, and any miscellaneous training related memos.

14.2.3. Section 3—Training documentation.

14.2.4. Section 4—Career STS or JQS and career brief to include documentation from previous AFSC. *NOTE:* Squadron training branch personnel may remove documentation from tabs 2 and 3 pertaining to previously certified recruiting positions. This documentation WILL be given to the trainee. DO NOT remove previous JQSs.

14.3. Training Evaluations:

14.3.1. Training evaluations are mandatory for NPS and OA recruiters and NPS and OA flight chiefs. Conduct the 3-month evaluation after at least 90 days from training start date. Conduct the 6-month evaluation after at least 180 days from training start date. Conduct the 9-month evaluation after at least 270 days from training start date. Conduct the 12-month evaluation, if required, after at least 365 days from training start date. Conduct the 15-month evaluation, if required, after at least 455 days from training start date. Evaluations may not be conducted earlier than the specified period above but must be completed within 30 days of due date.

14.3.2. Each task will be evaluated using the following proficiency levels: *Satisfactory* level indicates the recruiter can do all parts of the task, needs only a spot check to complete work, and meets local demands for speed and accuracy while meeting production requirements. *Adequate* level means they can do most parts of the task, needing help only on the hardest parts of the task. *Unsatisfactory* level means that the trainees are unable to do simple parts of the task and need to be shown how to do most of the task. Accomplish demonstration and or Performance Training on all tasks until the satisfactory level is reached.

14.3.2.1. Any critical task (those identified by * on the JQS) rated *unsatisfactory* will result in

the entire evaluation receiving an *unsatisfactory*. The evaluator must adhere to time phases identified for each task. Record reviews by the squadron trainer and the superintendent is required for all unsatisfactory evaluations. They will ensure that the supervisor has properly identified the training deficiencies and prepared an effective training plan to correct these deficiencies. The squadron superintendent will approve NPS and OA recruiter training plans and ensure it is followed. The squadron commander will approve NPS and OA flight chief training plans and ensure they are followed.

14.3.2.2. Training evaluations for NPS recruiters will be documented on an overprint AF Form 623A, using the form provided for HQ AFRS/RSOT 3-, 6-, 9-, 12-, or 15-month training evaluations. Place these forms in the training record, tab 2, at the beginning of the training process. Supervisors should document task closure from the JQS onto the appropriate training evaluation AF Form 623A as training progresses, as opposed to attempting to evaluate all required tasks at one time. Training evaluations for other production positions will be documented on AF Form 623A and filed in tab 2 of the AF Form 623. These checklists are available in the HQ AFRS Public Folders, sub folder titled "AFRS Training."

14.4. Quarterly Training Meetings. These are formal training meetings held by production flights to provide training on identified deficiencies, motivate recruiters, and instill esprit de corps. Joint meetings between flights are highly encouraged. These meetings are mandatory; an agenda will be prepared by the flight chief, reviewed by the squadron training supervisor and superintendent, and approved by the commander. The total length of training will be at least one-half of the total number of normal duty hours devoted to the meeting.

14.4.1. As a minimum, a representative from the squadron training branch will attend each flight training meeting. Squadron and group representatives are encouraged to attend to provide different perspectives on issues and training concepts. Training provided during these meetings will be documented on AF Form 623A by the training OPR. *NOTE:* One all inclusive AF Form 623A may be used for all training conducted.

14.4.2. Annual training meetings are a mandatory portion of the squadron annual training conference. The total length of training will be no less than one-half of the total number of normal duty hours devoted to the conference. Training provided during these meetings will be documented on AF Form 623A by the training OPR. *NOTE:* One all-inclusive AF Form 623A may be used for all training conducted.

15. AFRS Overprinted Forms. The AFRS Training Branch has overprinted several forms for the convenience of all AFRS users who need them. These overprints are available in the HQ AFRS Public Folders in the subfolder titled "AFRS Training." If you cannot access the folder or open the form, contact HQ AFRS/RSOT. The E-mail address is **AFRSHqTraining@rs.af.mil**.

15.1. AF Form 623A. This overprint is for the following uses as indicated in the body of the form itself:

Marketing Training

HQ AFRS/RSOT 3-month training evaluation

HQ AFRS/RSOT 6-month training evaluation

HQ AFRS/RSOT 9-month training evaluation

HQ AFRS/RSOT 12-month training evaluation

HQ AFRS/RSOT 15-month training evaluation

15.2. AETC Form 1374. Use this form to record requests for relief action.

15.3. AF Form 2519. Use the March 1998 edition of this form to complete the HQ AFRS/RSOT Recruiter Relief Action Checklist.

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Director of Recruiting

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 36-22, *Military Training*

AFI 36-2201, *Developing, Managing, and Conducting Training*

Abbreviations and Acronyms

AFRISS—Air Force Recruiting Information Support System

AFRS—Air Force Recruiting Service

CBT—Computer-based training

CJQS—Command job qualification standard

CMS—Chief Master Sergeant

DAS—date assigned station

EDA—Effective date of arrival

HHQ—Higher headquarters

JQS—Job qualification standard

MEPS—Military entrance processing station

MLS—MEPS liasion supervisor

NCO—Noncommissioned officer

NPS—Nonprior service

OA—Officer accessions

OPR—Office of primary responsibility

PA—Public affairs

PAO—Public affairs office

PCS—Permanent change of station

PSS—Professional Selling Skills

RCG—Recruiting group

RSS—Recruiting service support

RTP—Recruiter Transition Program

SAV—Staff assistance visit

SIP—Squadron inspection program

STS—Specialty training standard

Terms

Critical tasks—Those tasks essential to a production recruiter's success; refer to applicable JQS.

Initial training—All training for recruiters placed in production duty positions (that is, NPS and OA recruiters and NPS and OA flight chief positions).

Job Qualification Standard (JQS) and AF Form 797, Job Qualification Standard Continuation/—

Command JQS These documents serve as the training plan for conducting the training of each recruiting position (production and nonproduction).

Recruiter Transition Program (RTP—)A comprehensive program designed to improve the initial training process (quality training is the program's main objective).

Supplemental training—Training provided by other than the primary trainer.

Task certification training—Training for recruiters placed in nonproduction duty positions (MEPS, operations, marketing, and squadron training).

Training needs assessment—Initial evaluation of the skills and knowledge of each recruiter (whether in training or certified) assigned to a flight or section to be conducted by newly assigned flight chief within 60 days of their DAS.

Training start date—The date assigned station (DAS) (PCS involved) or date assigned duty position (no PCS involved). This is the same date entered in the PCIII personnel system.

Attachment 2

SQUADRON SUPERINTENDENT TRAINING OUTLINE

A2.1. Phase I—Mentoring. Upon selection as a future superintendent, the gaining RCG superintendent will coordinate selection of a mentor with the AFRS Command Chief Master Sergeant (CMS). The mentor must be a currently assigned squadron superintendent. The RCG/CCU will arrange for the prospective superintendent to spend at least 5 full workdays with their mentor. This visit should occur no earlier than 90 days prior to actually becoming a superintendent.

A2.2. Phase II—Field Training. Each RCG superintendent will conduct field training (5 days in length) with newly assigned superintendents within the first 30 days. Field training should cover the items in paragraph **A2.3.** below. Additionally, group superintendents will perform a training assessment visit between the fifth and seventh month of assignment.

A2.3. Phase III—AFRS Workshop. Newly assigned superintendents will attend the first available AFRS workshop. The revised AFRS workshop incorporates traditional training methods and guided discussions led by successful group and squadron superintendents. This workshop should include training on the following items:

A2.3.1. Goaling, zoning, awards, and competition program, including incentive programs.

A2.3.2. Intersquadron relationships and communications (support staff; CC, CCF, RSO, RSS, and RSC).

A2.3.3. Flight supervisor training, which includes flight standards, recruiter office visits, applicant tracking, leads management, DEP management, school programs, flight and recruiter expectations, flight chief and recruiter training, suspense management, flow, and trend.

A2.3.4. Resources issues, including finance and or budget issues, personnel management issues, logistics, and real estate issues.

A2.3.5. Squadron trainer utilization.

A2.3.6. Evaluations and certifications.

A2.3.7. Operation branch utilization and flow reporting and tracking.

A2.3.8. Officer accessions issues.

Attachment 3

RECRUITER TRANSITION PROGRAM (RTP) OVERVIEW

A3.1. What is the RTP? The RTP is a comprehensive three-phase program designed to substantially improve the initial training process. The expected benefits of RTP are a highly motivated and informed student within an organized, standardized process. This is accomplished through a more formalized transition into the recruiting environment as well as a more structured mentoring program. The desired outcome of the RTP is improved performance for recruiters during their initial assignment and reduced incidence of recruiter relief actions. This program follows the theme of "*recruiting as a way of life*," a fundamental principle we must all embrace.

A3.2. Phase I - Pre-assignment:

    A3.2.1. Objective. Proactive communications between recruiting squadrons and recruiting school students. The expected benefits are a highly motivated and informed recruiting school student and an organized, standardized process. This phase requires commanders, first sergeants, and superintendents (optional), and to make early contact with prospective recruiters while they are enrolled in the Basic Recruiter Course. This early contact must be positive in nature and designed to help the new recruiter become mentally prepared for the upcoming assignment. This is more than a routine sponsorship program; it must be tailored to the unique needs of the new recruiter.

    A3.2.2. Responsibilities:

        A3.2.2.1. Recruiting School. Recruiting school will have each student complete a personal biography immediately upon his or her arrival. The biography will then be faxed to the RCG/RSSP. Group RSSP will fax to appropriate squadron RSSP who in turn will ensure the commander, superintendent, first sergeant, and gaining flight chief receive a copy ASAP.

        A3.2.2.2. Squadron Commanders and First Sergeants. The commander and first sergeant will make at least one contact with each student as soon as possible after the student reports to the recruiting school. This contact will be made while the student is attending the recruiter course. (*NOTE:* The student's final week in the course is an ideal time for the first sergeant to make contact.) This initial contact is meant to:

            A3.2.2.2.1. Welcome, encourage, and motivate.

            A3.2.2.2.2. Provide a brief overview of the squadron. Include a brief history, location, major points of interest, a discussion of matters and concerns, and description of the orientation process.

        A3.2.2.3. Flight Chiefs. Flight chiefs will make contact with students upon graduation from the recruiter course and return to home base but before reporting for recruiting duty.

A3.3. Phase II – Orientation:

    A3.3.1. Objective. Provide new recruiters and spouses a personalized broad perspective of recruiting operations. The expected benefit is a well-informed and highly motivated recruiter trainee. Give new recruiters a strong sense of belonging, while relating the importance of embracing "*recruiting as a way of life.*" This phase has two levels of implementation, squadron-level and flight-level. Each squadron will design an in-depth orientation program. Commanders and superintendents will brief

new recruiters on their roles and responsibilities—suggested topics are provided. Make an effort to include the recruiters' spouses in all phases of orientation. The gaining flight chief's orientation (flight-level) should mirror the squadron's program by providing a thorough, in-depth orientation.

A3.3.2. Responsibilities:

A3.3.2.1. Squadron Level. Squadrons will develop an orientation program which combines personalized briefings by the commander, superintendent, and first sergeant, with briefings by other key squadron personnel as necessary. A mission brief discussing the following issues will be provided:

A3.3.2.1.1. Recruiter's primary mission is "making goal" (production).

A3.3.2.1.2. Market (numbers and size—positive and negative factors).

A3.3.2.1.3. Standards.

A3.3.2.1.4. Expectations.

A3.3.2.1.5. Squadron mission statement.

A3.3.2.1.6. Training and certification process.

A3.3.2.1.7. Social functions (squadron picnics, parties, etc.).

A3.3.2.1.8. Family issues (housing, medical care, etc.).

A3.3.2.2. Flight Level. Flight chiefs must develop a flight-level orientation that mirrors the squadron process. They will meet with each new recruiter and spouse and discuss the following:

A3.3.2.2.1. Expectations and standards. (Use the JQS initial orientation.)

A3.3.2.2.2. Training involved to increase the competency levels of the fundamental recruiting skills taught at the schoolhouse and its applicability in the new recruiter's zone.

A3.3.2.2.3. Flight makeup (number and names of fellow recruiters).

A3.3.2.2.4. Flight market (numbers, size, location, historical data, etc.).

A3.3.2.2.5. Recruiter's specific market (as above).

A3.3.2.2.6. Family issues or concerns.

A3.4. Phase III - Production Transition:

A3.4.1. The objective is to provide a transition period for new recruiters to learn the basics of recruiting while adjusting to a new envronment. The primary objective of Phase III is quality training.

A3.4.2. The primary benefit is that the recruiters will begin on the right foot and be better prepared to make goal. Other expected benefits include improvement of initial training, focus on quality versus speed, fewer training related relief actions, and fewer stress related relief actions. Some of the long-term benefits include improved retention, higher percentage of successful recruiters, and better prepared future flight chiefs.

A3.4.2.1. This phase begins when the new recruiter signs into the squadron. Each new recruiter will be entered into initial training. During this transition period, all supplemental training (marketing, MEPS, administrative, etc.) should be conducted if possible. Within the first 2 weeks of

assignment, the flight chief or someone selected by the squadron superintendent if no flight chief is assigned will spend a minimum of five 5 full workdays with the new recruiter providing critical task training; that is, those tasks identified by an (*) on the NPS JQS as being critical to the mission of recruiting (telephone prospecting, sales, school programs, etc.). This training will translate the fundamentals taught in recruiting school, demonstrating their application in the recruiter's unique zone. Realistic expectations will be levied and weekly feedback will be provided to the squadron commander and superintendent. New recruiters will "shadow" successful recruiters within the flight or squadron. Flight chiefs must ensure these sessions are productive (school visits, center of influence events, sales presentations, etc.).

A3.4.2.2. To ensure success, squadron commanders, superintendents, first sergeants, and flight chiefs must take full ownership of this initiative. The RTP provides the platform for developing a well-rounded squadron training program emphasizing quality versus speed. With total and complete management support, expected benefits will be realized.

A3.5. Methodology:

A3.5.1. New recruiters *will not be goaled for 2 full calendar months* upon arrival (regardless of the date). This will be closely monitored by each RCS/RST and reported to RCG/RST. This 2-month period is critical to the overall success of the RTP. As stated above, within the first 2 weeks of assignment, the flight chief or someone selected by the squadron superintendent if no flight chief is assigned will spend a minimum of five 5 full workdays with the new recruiter providing critical task training; that is, those tasks identified by an (*) on the NPS JQS as being critical to the mission of recruiting. It is tremendously important that new recruiters not be left alone during this period. *Critical task training* will be provided via demonstration and performance and will be documented on the CJQS. Commanders and superintendents must ensure specific, realistic, measurable, and attainable expectations are levied. The following activities will be recorded on AF Form 1098 and filed under tab 1 of the recruiter's AF Form 623. (*NOTE:* Schedule these training activities once the recruiter arrives for duty at his or her recruiting office.)

A3.5.1.1. MEPS—Use standardized AFRS MEPS Orientation and AF Form 623A. Recommend 2 full days conducted within the first 60 days; however, the minimum time must be 1 full duty day.

A3.5.1.2. Marketing—Use standardized AF Form 623A received from HQ AFRS/RSO. Conducted within the first 90 days.

A3.5.1.3. Administrative—Conducted by the flight secretary within the first 60 days. Flight chief may conduct if flight secretary is unavailable.

A3.5.1.4. Computer systems—Conducted within the first 30 days.

A3.5.1.5. Squadron trainer—Conducted within the first 90 days.

A3.5.1.6. Shadow activity. New recruiters will be scheduled to "shadow" a successful recruiter in the flight or squadron within the first 30 days in training (recommended—2 to 3 days in length). Flight chiefs will ensure these sessions are effective and productive and learning opportunities exist (with school visits, sales presentations, center of influence events, etc.).

A3.5.2. Squadron commanders and superintendents will closely monitor activity levels throughout the transition period. The superintendent will visit each new recruiter within the first 90 days to validate his or her progress. The RTP ends the same date as the 3-month training evaluation.

A3.6. Goaling and Reporting Instructions:

A3.6.1. Definitions:

A3.6.1.1. DAS—Date arrived station. This is the date the recruiter signs into the squadron.

A3.6.1.2. EDA—Effective date of arrival. This date is 2 complete calendar months after DAS. For example, when a recruiter signs in on 1, 15, or 30 September 1997, their DAS is 1, 15, or 30 September 1997, respectfully; but their EDA will be 1 December 1997 in all three cases.)

A3.6.2. Goals. Groups and squadrons will not count RTP recruiters until their EDA when goaling flights.

A3.6.3. Reports. Squadrons will report the following information via training status reports (quarterly), #RICs authorized/ #RICs assigned/ #RICs in training/ #RICS in RTP (NPS only).

A3.6.4. Weekly RTP Status Report. Flight chiefs will provide the commander and superintendent feedback weekly on training progress for recruiters in RTP.

A3.6.5. Monthly RTP Report Card. Flight chiefs will complete a monthly RTP report card and forward to squadron RST by the 5th workday of the following month. AETC Form 1484, **Recruiter Daily Activity Report,** or Air Force Recruiting Information Support System (AFRISS) reports may be used but must contain the following as a minimum:

A3.6.5.1. **Lead Generation and Prospecting Activities:** RGM, calls, contacts, phone appointments; appointments from other sources (perpetuation, zone prospecting, referrals, and school visits, walk-ins), appointments showed, qualified appointments, and number of school visits.

A3.6.5.2. **Processing Activities:** PIRs opened, # Tested, # Test qualified, # MEPS processed, # NETRES, # QW.

A3.6.5.3. **Marketing Activities:** COIs, COAs, zone posting and or canvassing activities, media visits, etc.

A3.6.6. After Actions. Squadron commanders will interview all RTP recruiters within 30 days after completion of RTP (3-month training evaluation date) and complete the RTP Checklist AF Form 2519, HQ AFRS/RSOT overprint.

A3.6.7. Reservations. All NET reservations produced by recruiters during the RTP will count toward total flight and recruiter production. The Rookie and Senior Recruiting Badge competition period will be the first 12 months from EDA. All previous production will apply.

Attachment 4

ANCILLARY TRAINING FOR SQUADRON SUPPORT PERSONNEL

A4.1. Objective. Provide regulatory guidance to ensure timely, quality training for newly assigned support personnel to include information management, systems administration, finance, logistics, and personnel NCOs.

A4.2. HQ AFRS Responsibilities. HQ AFRS appropriate division or branch will provide and oversee training as outlined in this attachment.

A4.3. RCG Responsibilities. Group RST will coordinate and track training to ensure compliance with this instruction. The appropriate group functional area will provide training as outlined in this attachment.

A4.4. Recruiting Squadron Responsibilities. Squadron RST will ensure appropriate AF Form 797 is included in the AF Form 623 for all newly assigned support enlisted personnel (non-8R000).

A4.5. Information Management NCOs:

A4.5.1. HQ AFRS/RSSI or an appointee from a group RSSI will provide on-site training to newly assigned group information management NCOs within 60 days of in-processing.

A4.5.2. Group RSSI or an appointee from a squadron RSSI will provide on-site training to newly assigned squadron information management NCOs within 60 days of in-processing.

A4.5.3. Squadron RSS will certify training within 90 days of unit in-processing.

A4.6. Financial Management NCO:

A4.6.1. HQ AFRS/RSSF will provide on-site training to newly assigned squadron finance NCOs within 60 days of unit in-processing.

A4.6.2. Squadron RSS will certify training within 90 days of unit in-processing.

A4.7. Logistics Management NCOs:

A4.7.1. HQ AFRS/RSSL or an appointee from a group RSSL will provide on-site training to newly assigned group logistics NCOs within 60 days of in-processing.

A4.7.2. Group RSSL or an appointee from a squadron RSSL will provide on-site training to newly assigned squadron logistics NCOs within 60 days of in processing.

A4.7.3. Group or squadron RSS (as appropriate) will certify training within 90 days of in-processing.

A4.8. Personnel NCOs:

A4.8.1. HQ AFRS/RSSP or an appointee from a group RSSL will provide on-site training to newly assigned group personnel NCOs within 60 days of in-processing.

A4.8.2. Group RSSP or an appointee from a squadron RSSP will provide on-site training to newly assigned squadron personnel NCO within 60 days of in processing.

A4.8.3. Group or squadron RSS (as appropriate) will certify training within 90 days of in-processing.

A4.9. Computer Systems Administration NCOs:

A4.9.1. HQ AFRS/RSSS will schedule and provide training to newly assigned group RSSS within 60 days of in-processing.

A4.9.2. Group RSSS or an appointee from a squadron RSSS will provide on-site training to newly assigned squadron RSSS within 60 days of in-processing.

A4.9.3. Group or Squadron RSS (as appropriate) will certify training within 90 days of in-processing.

A4.10. "Two-Person Deep" Positions. In "two-person deep" group positions, HQ AFRS appropriate division or branch OPR will determine if the in-place NCOs have sufficient knowledge and experience to provide on-site training. In "two-person deep" squadron positions, the group RSS will determine if the in-place NCOs have sufficient knowledge and experience to provide on-site training.